CENTRAL TABLELANDS Water



Business Paper

Ordinary Meeting of Central Tablelands Water

8th October 2014

Blayney



1 October 2014

Notice to Members

Your attendance is requested at an Ordinary Meeting of Council to be held at the Blayney Shire Community Centre on Wednesday, 8 October 2014 at 10.30am. Morning tea will be served at 10.00am.

Agenda

- 1. Public Forum
- 2. Apologies for non-attendance
- 3. Leaves of absence granted
- 4. Confirmation of Minutes Ordinary Meeting held on 13.08.14
- 5. Chairman's Minute
- 6. Election of Chairman and Deputy Chairman
- 7. Council Committees
- 8. Meeting Times and Dates
- 9. Presentation of Annual Financial Statements by John O'Malley Intentus
- 10. Reports of Staff Corporate & Financial Services
 - Engineering and Operational Services
- 11. Adjourn Meeting and proceed into Committee of the Whole
- 12. Resume Ordinary Meeting & Report of Committee of the Whole
- 13. Next Meeting Canowindra 10th December 2014

Yours faithfully

3. Charles

G. Rhodes General Manager

INDEX OF REPORTS OF THE ORDINARY MEETING OF CENTRAL TABLELANDS WATER HELD ON WEDNESDAY 8 OCTOBER 2014

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01) Election of Chairman and Deputy Chairman (GO.CO.2)

(Gavin Rhodes)

RECOMMENDATION:

1. That Council adopt the ordinary voting system for election of Chairman and Deputy Chairman.

<u>REPORT</u>

The Local Government Regulations (Sch 8 Parts 1&2) state that 'an election for chairperson of a county council is to be held: (a) at the first meeting of the county council after an ordinary election of members of the county council, and (b) at the first meeting of the county council after each anniversary of that ordinary election until the next ordinary election of members of the county council is held.'

The procedures for election of the Chairman and Deputy Chairman can be summarised as follows:

- nominations are to be announced and elections are to be conducted at the same council meeting.
- a nomination is to be made in writing by 2 or more councillors, one of who may be the nominee.
- Council must resolve that the election proceed by preferential ballot, ordinary ballot or open voting.
- preferential ballots and ordinary ballots must be secret ballots.

Nomination forms are enclosed with the business paper. Nominations can be made at the meeting, prior to the conduct of elections.

Council has in the past opted to use the ordinary voting system for election of both Chairman and Deputy Chairman.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

02) <u>Council Committees (GO.CO.2)</u>

(Gavin Rhodes)

RECOMMENDATION:

 That Council confirm the Audit Committee comprise of the Chairman (or delegate), two (2) external independents, the General Manager as an observer, and the Director Finance and Corporate Services assuming the role of Secretariat to the Audit Committee (responsible for the coordination of the audit committee, functions and processes).

<u>REPORT</u>

Council has only 1 constituted committee, namely, the Audit Committee and is represented by the Chairman and General Manager on the Centroc and WBC Alliance Boards.

Audit Committee

On 10 August 2011, Council resolved that membership of the Audit Committee, as outlined in the Audit Committee Charter, be amended to comprise of the Chairman (or delegate), two (2) external independents, the General Manager as an observer, and the Director Finance and Corporate Services assuming the role of Secretariat to the Audit Committee (responsible for the coordination of the audit committee, functions and processes).

Centroc Board and WBC Alliance Board

The Centroc and WBC Alliance boards meet three or four times a year and are represented on the boards by the Chairman and General Manager.

Both board meetings are generally full morning meetings and are followed by lunch.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

03) Meeting Times and Dates (GO.CO.2)

(Gavin Rhodes)

RECOMMENDATION:

1. That Council hold its ordinary meetings on the 2nd Wednesday of alternate months, as follows:

Wednesday	10 th December 2014	-	Canowindra
Wednesday	11 th February 2015	-	Grenfell
Wednesday	8 th April 2015	-	Blayney
Wednesday	10 th June 2015	-	Canowindra
Wednesday	12 th August 2015	-	Grenfell
Wednesday	14 th October 2015	-	Blayney

2. Council consider the Draft Operational Plan and Budget at the April ordinary meeting each year.

<u>REPORT</u>

Special Meetings

Council has held special meetings as determined by Council, or call of the Chairman, by giving 5 days written notice, or such shorter notice as emergency circumstances dictate.

Ordinary Meetings

Council has previously held its ordinary meetings on the 2nd Wednesday of alternate months, as follows:

-	Grenfell
-	Blayney
-	Canowindra
-	Grenfell
-	Blayney
-	Canowindra
	- - - -

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

04) Intentus - Interim Audit Management Letter Y/E 30/06/2014 (CM.AU.1) (Gavin Rhodes)

RECOMMENDATION:

1. That the information be noted.

<u>REPORT</u>

Following completion of the interim audit review for the year ended 30 June 2014, Council's auditors Intentus Chartered Accountants have issued their interim management letter to the General Manager.

The auditors state in the letter that "Generally, our audit confirmed that the financial management, procedures and systems have been controlled effectively in a manner relevant to Council's structure and resources. In the course of our review, a number of matters were noted which we have raised to provide Council an opportunity to strengthen its internal control environment."

All matters raised by the auditors have been addressed by Senior Management.

A copy of the auditor's letter is attached.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

1 Intentus interim Audit Report 5 Pages



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FMT100

RECEIVED

18 SEP 2014 File Not CM-R2-J

Refer to: Raelene

Then file.

For internation and

16 September 2014

The General Manager Central Tablelands Water PO Box 61 BLAYNEY NSW 2799

Dear Gavin,

RE: REPORT ON INTERIM AUDIT - YEAR ENDING 30 JUNE 2014

As part of our statutory audit for the year ending 30 June 2014, we advise having completed our interim review of the Council's operations. The dates of our review were the 26th and 28th May 2014.

Matters arising were discussed with Gavin Rhodes at the completion of our visit.

Scope

The purpose of our visit is to obtain sufficient appropriate audit evidence to enable us to express an opinion on the Council's annual financial report. Our audit procedures have been primarily designed to achieve this purpose and in order to do so in a cost-effective and efficient manner our approach will concentrate on areas of materiality and high risk.

The scope of our audit does not include a comprehensive review of all procedures and systems and our comments are therefore limited to the operational areas examined, which were:

- Expenditure compliance testing
- Payroll compliance testing
- Receipting compliance testing
- Plant system compliance testing
- Review of monthly reconciliations
- Review of Council's minutes
- Review of water billings
- Review of journals
- Review of system access

In seeking to achieve an efficient audit we have also taken into account, to the relevant extent, the internal control structure, consisting of:

- a) the control environment, incorporating management's policies and procedures;
- b) the information system, incorporating the financial reporting process used to prepare the Council's financial reports; and
- c) internal controls, being those policies and procedures which management has established to provide reasonable assurance that specific organisation objectives will be achieved.



PO Box 69, Orange NSW 2800 14 Sale Street, Orange NSW 2800 Phone: 02 6362 5100 PO Box 9013, Bathurst West NSW 2795 291 Stewart Street, Bathurst NSW 2795 Phone: 02 6333 7611

Liability limited by a scheme approved under Professional Standards Legislation

Comments and Observations

Generally, our audit confirmed that the financial management procedures and systems have been controlled effectively in a manner relevant to Council's structure and resources.

In the course of our review, a number of matters were noted which we have raised to provide the Council an opportunity to strengthen its internal control environment. These are outlined in the attached audit memorandum.

Review of Matters Previously Reported

Our previous management letter dated 29 July 2013 reported that there were no matters which we felt necessary to bring to your attention.

Acknowledgement

We would like to take this opportunity to extend our thanks to the staff of the Council for their assistance during our visit.

Should we be able to offer any more details regarding any of the above matters or assist you in any other way please contact me.

Yours faithfully intentus

bo Malley Per John O'Malley

artner

AUDIT MEMORANDUM CENTRAL TABLELANDS WATER AUDIT FOR THE YEAR ENDED 30 JUNE 2014

CURRENT ISSUES

1. WATER BILLING

Risk Weighting: MEDIUM	광 High			
Justification:	읍 Medium 당 Low	-		
<u>Consequence</u> – LOW <u>Likelihood</u> – HIGH	Conse	Low	Medium	High
			Likelihood	

Time frame for resolution: As soon as practicable

Observation

During our review of the water billing system we found that no independent review was performed on the quarterly water billing process and reconciliation.

Implications

By failing to appropriately review the results of the quarterly billing process and reconciliation, management's ability to proactively identify and resolve issues that could result in misstatements in financial accounting and reporting records is severely diminished.

Recommendations

We recommend that the quarterly water billing be:

- Prepared and reviewed by separate individuals (as evidenced by both of their signatures).
- Thoroughly reviewed so that any reconciling items can be identified and investigated in a timely manner.

Management Comments

Council now has in place a procedure whereby at least 2 individual staff members are involved in the preparation and reviewing of the quarterly water billing process. This will allow reconciliations to be undertaken thoroughly and in a timely manner.

ATTACHMENT NO: 1 - INTENTUS INTERIM AUDIT REPORT

ITEM NO: 04

2. CANCELLED RECEIPTS

Risk Weighting: MEDIUM	말 High			
Justification:	등 Medium 문 Low			
Consequence – MEDIUM Likelihood – MEDIUM	oused	Low	Medium	High
Since of the brown	⁰		Likelihood	

Time frame for resolution: As soon as practicable

Observation

Our review of receipting system in relation to cancelled receipts revealed the following discrepancies:

- There was six (6) instances where cancelled receipts did not appear in the End of Day Reports, no cancelled
 receipt report was printed;
- There was sixteen (16) instances where cancelled receipt s inclusive of explanation and signature of staff
 responsible were not attached to the End of Day Reports;
- There was inconsistency on how the cancelled receipts were documented. We noted that different reports
 were used by different staff for example 'Cash Receipts- Audit Trail', 'Cash Receipting Bank Deposit Listing'
 and the 'Receipting Update Report'.
- On the 09/07/2013 the cancellation recorded in SynergySoft was \$150.00, however in the End of Day Report it was recorded as \$186.41.

Implications

The cancellation of a receipt is a common process, however needs to be appropriately controlled to ensure that the cancellation can be explained and justified.

Whilst our testing revealed no indication that a fraud had taken place, the absence of proper controls pertaining to cancelled receipts results in the risk that fraudulent activities going undetected for an extended period of time.

The risk for cash receipts is that staff is able to receipt payments, then subsequently cancel the receipt and pocket the funds, while the end of day balance would still reconcile. If the cashier was selective in what receipts were cancelled and report printed this might go undetected for an extended period.

Recommendations

We recommend that Council should ensure the following:

- A copy of the cancelled receipt be maintained;
- The Cashier who cancelled the receipt should sign off on the cancelled receipt as evidence of who
 performed the cancellation;
- The 'Cash Receipts- Audit Trail' recording the cancellation performed for the day be printed;
- An explanation be documented on the 'Cash Receipts- Audit Trail' as to why the receipt was cancelled; and
 A review should be performed (and evidenced by a sign-off) to ensure that the cancellation was appropriate and is supported by a reasonable explanation.

Management Comments

Council now has a process in place where all cancelled receipts are maintained, the cashier who cancelled the receipts signs off and an audit trail report generated as part of the End of Day Reports. All cancelled receipts for the day are to be noted and reasons to be provided for the cancellation. The report is then to be signed off by the Director Finance & Corporate Services or the General Manager.

3. PLANT COST RECOVERY REPORT

Risk Weighting: MEDIUM	g High			
Justification:	등 Mediu 군 Low	m		
Consequence – LOW Likelihood – HIGH	Conse	Low	Medium	High
			Likelihood	

Time frame for resolution: As soon as practicable

Observation

During our review of the plant system it was found that no independent review is being performed on the plant cost recovery report generated.

Implications

Plant cost recovery report need to be reviewed to ensure that the costs are being allocated to the correct items of plant and assist Council in determining whether any plant items are under/over-utilised or if they need to be replaced.

Recommendations

We recommend that plant cost recovery report be reviewed on a monthly basis by an independent party preferably by the operation manager, to ensure that at least:

- Sufficient income is being generated to cover running costs and plant replacement;
- Plant usage is being recorded to jobs on a timely and accurate basis; and
- Large or unusual maintenance or running costs are subject to scrutiny

Management Comments

The Director Finance & Corporate Services now provides the Director Operations & Technical Services with a Plant Cost Recovery report for review as part of the end of month trial balance procedure. The Director Operations & Technical Services is to sign off on the report once satisfied that the information is accurate and return to the Director Finance & Corporate Services for filing.

05) Annual Financial Statements - 30/06/2014 (FM.FR.1)

(Gavin Rhodes)

RECOMMENDATION:

1. That the audited financial reports for the year ended 30 June 2014, together with the auditor's report, be received and noted.

<u>REPORT</u>

Councils Financial Statements, for the year ended 30 June 2014, have been finalised and the audit completed. A complete copy of the audited Financial Statements and Auditors Report has been included with this business paper.

Council's Auditor, Mr John O'Malley, a Partner with Intentus Chartered Accountants, will be present at the meeting to speak to his report and answer any questions that may emanate from it.

The Income Statement shows a net operating surplus for the year of \$284,000 with Council's Net Assets and Total Equity increasing from \$57,140,000 to \$58,910,000.

The Income Statement also reveals a net operating surplus before capital grants and contributions of \$149,000 after allowing for depreciation of \$1,785,000.

Section 418 of the Local Government Act (1993) states that public notice must be given of the date of the meeting at which it is proposed to present the audited financial reports to the public.

Accordingly, in compliance with Section 418, a public notice has been circulated in the relevant local newspapers advising the public that the audited financial reports for the year ended 30 June 2014 can be inspected at Council's Blayney office or on Council's website and that any member of the public is invited to make a submission on those reports prior to 24 October 2014.

A copy of Council's Annual Financial Statements FY 2013/2014 has been provided with the Business Paper.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

06) Quarterly Budget Review Statement - 30th September 2014 (FM.FR.1) (Raelene Mulligan)

RECOMMENDATION:

1. That the budget review statement for the quarter ended 30th September 2014 be accepted, and the variations therein be adopted.

REPORT

The Quarterly Budget Review Statement (QBRS) for the period ended 30 September 2014 is submitted for examination by Council (refer to Attachment).

It is estimated that there will be an increase of the original budget deficit of \$37,670 to \$55,170.00.

There is one variation to the operating budget recommended. This variation is listed on page 4 of the QBR and is recommended to allow for the estimated increased operating deficit.

There are no estimated changes for the capital budget at this stage.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

1 Quarterly Budget Review Statement - 30th September 2014 7 Pages

Central Tablelands Water

Quarterly Budget Review Statement for the period 01/07/14 to 30/09/14

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This is Page No. 14 of the Agenda presented to the Ordinary Meeting of Central Tablelands County Council held at Blayney Shire Council on 8 October 2014

Central Tablelands Water

Quarterly Budget Review Statement

for the period 01/07/14 to 30/09/14

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Central Tablelands Water for the quarter ended 30/09/14 indicates that Council's projected financial position at 30/6/15 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:

Jaclere mulico

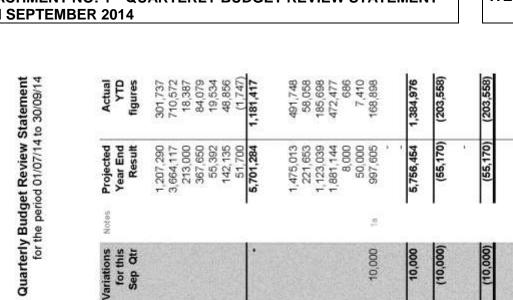
Date: 1/10/2014

Raelene Mulligan Responsible Accounting Officer

Budget Review Statement as at 30 September 2014

Council's Revised Income and Expenditure for the year 2014/2015

Original			
Budget	Operating Revenue		
1,207,290	Availability Charges	1,207,290	
3,664,117	Water Charges	3,664,117	
213,000	Interest	213,000	
367,650	Other Revenues	367,650	
55,392	Grants & Subsidies	55,392	
142,135	Developer and Capital Contributions	142,135	
51,700	Gains on Disposal of Assets	51,700	
5,701,284			5,701,284
1.175.010	Operating Expenses	1 175 010	
1,475,013	Employee Costs	1,475,013	
221,653	Borrowing Costs	221,653	
1,123,039	Materials & Contracts	1,123,039	
8,000	Legal Costs	8,000	
50,000	Consultants	50,000	
980,105	Other Expenses	997,605	
1,881,144	Depreciation - System Assets	1,881,144	
5,738,954			5,756,454
(37,670)	Operating Result for Period	Surplus/(Deficit)	(55,170)
	Less Non-Operating Expenditure		
2,132,046	Aquisitions of Assets	2,132,046	
359,004	Repayment of Loans	359,004	
142,135	Transfer to Reserves - S64 Developer Charges	142,135	
565,916	Transfer to Reserves - Renewal Reserves	565,916	
58,314	Water Pricing Increase @ 5%	58.314	
620,562	Estimated Budget Surplus/(Deficit)	603,062	
93,515	Transfer to Reserves - Plant	93,515	
58,314	Transfer to Reserves - DA	58,314 1,521,256	
4,029,806		0.	4,012,306
4,067,476)			(4,067,476)
	Add Non-Operating Revenue		
273,300	Book Value of Assets Sold	273,300	
-	Loan Funds		
82,000	Transfer from Reserves - Plant	82,000	
105,986	Transfer from Reserves - ELE	105,986	
1,725,046	Transfer from Reserves - Renewals	1,725,046	
2,186,332		20	2,186,332
1,881,144)			(1,881,144)
1,881,144	Add Expenses not Involving Flow of Funds Depreciation		1,881,144
- All and a second state of the			



221,653

221,653

1,123,039 1,881,144

Materials & Contracts Borrowing Costs

Depreciation Consultants Legal Costs

Employee Costs

Expenses

475,013

5,701,284

Total Income from Continuing Operations

Vet gain from disposal of assets Grants & Contributions - Capital

1,123,039 1,881,144

,475,013

8,000 50,000

987,605

7,500

8,000 50,000 980,105

Central Tablelands Water

Income & Expenses Budget Review Statement

Budget review for the quarter ended 30 September 2014

Income & Expenses - Water Fund

This statement forms part of Council's Ountrienty Budget Review Statement (OBRS) for the quarter ended 30/09/2014 and should be read in conjuction with the total OBRS report

ATTACHMENT NO: 1 - QUARTERLY BUDGET REVIEW STATEMENT -30TH SEPTEMBER 2014

213,000 367,650

213,000

Interest and Investment Revenues Grants & Contributions - Operating

Other Revenues

Rates and Annual Charges

ncome

User Charges and Fees

207,290 3,664,117 367,650 55,392 142,135 51,700

207,290 3,664,117

Revised 2014/15

Approved Changes

Budget

QBRS

QBRS Sep

2014/15 by a QBRS Other than

Budget

Original

55,392 142,135

51,700

5,701,284

ITEM NO: 06

(252,414)

(197,305)

(10,000)

(187,305)

(7,500)

(179,805)

45.170)

(7.500)

(37,670)

Net Operating Result from All Operations

Discontinued Operations

Net Operating Result before Capital Items

(45,170)

(7,500)

(37,670)

Net Operating Result from Continuing Operations

Total Expenses from Continuing Operations

Vet Loss from disposal of assets

Interest & Investment Losses

Other Expenses

7,500

5,738,954

5,746,454

This is Page No. 17 of the Agenda presented to the Ordinary Meeting of Central Tablelands County Council held at Blayney Shire Council on 8 October 2014

ATTACHMENT NO: 1 - QUARTERLY BUDGET REVIEW STATEMENT - 30TH SEPTEMBER 2014

Central Tablelands Water

Quarterly Budget Review Statement

for the period 01/07/14 to 30/09/14

Income & Expenses Budget Review Statement Recommended changes to revised budget

Budget Variations being recommended include the following material items:

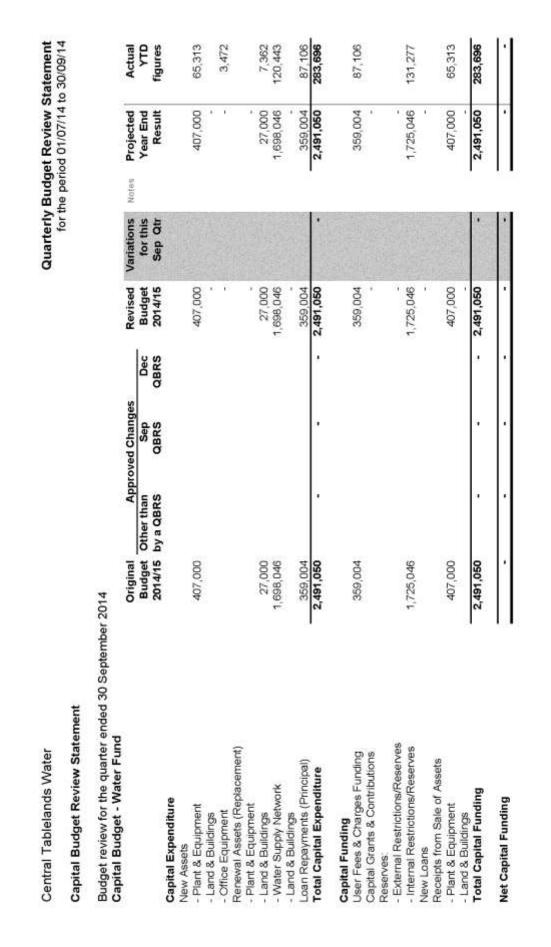
Notes Details

1(a) An additional \$10,000 is required for the purchase of a MapInfo Professional software licence (\$4,000), along with the joint purchase of IntraMaps mapping software (\$6,000) with Blayney Shire Council.





This is Page No. 18 of the Agenda presented to the Ordinary Meeting of Central Tablelands County Council held at Blayney Shire Council on 8 October 2014



This statement forms part of Council's Quarterly Budget Review Statement (OBRS) for the quarter ended 30/09/2014 and should be read in conjuction with the total OBRS report

This is Page No. 19 of the Agenda presented to the Ordinary Meeting of Central Tablelands County Council held at Blayney Shire Council on 8 October 2014

ATTACHMENT NO: 1 - QUARTERLY BUDGET REVIEW STATEMENT -30TH SEPTEMBER 2014

ITEM NO: 06

ATTACHMENT NO: 1 - QUARTERLY BUDGET REVIEW STATEMENT - 30TH SEPTEMBER 2014

Central Tablelands Water

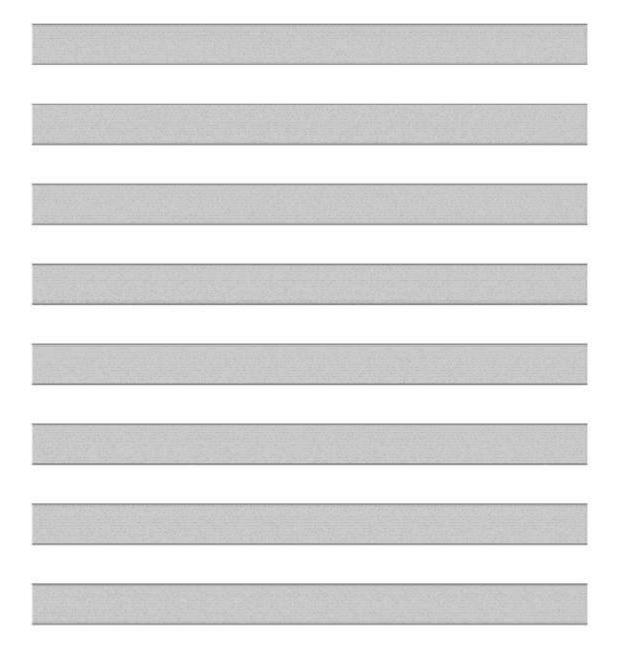
Quarterly Budget Review Statement

for the period 01/07/14 to 30/09/14

Capital Budget Review Statement Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details



07) Financial Matters (FM.BA.1)

(Raelene Mulligan)

RECOMMENDATION:

1. That the information be noted.

<u>REPORT</u>

Details of all payments made to creditors in the preceding two months are available for inspection at the Blayney office.

The Bank Reconciliation, as at 31st August 2014, together with a Statement of Funds Invested, is attached to the business paper.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

1 Bank Reconciliation - August 2014 1 Page

Cheque Account Commonwealth Bank \$ 192,605.71 2.45% 2.63% Business On-line Saver Commonwealth Bank \$ 352,819.02 2.70% 2.63% \$ 5,895,447.99 \$ 5,895,447.99 \$ 5,895,447.99 \$ 5,895,447.99 \$ 5,895,447.99	Commonwealth Bank \$ 192,605.71 2.45% Saver Commonwealth Bank \$ 352,819.02 2.70% \$ 5,895,447.99 \$ 1993 (Part 4, Cl. 19), I hereby certify:			at the	at the
\$ 5,895,447.99	th the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify:	\$ 5,895,447.99 the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify:	the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify:	\$ 5,895,447.99 the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify: and Summary represents Council's total investments as at 31st August 2014 and that the	\$ 5,895,447.99 the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify: lent Summary represents Council's total investments as at 31st August 2014 and that the
	th the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify:	the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify:	the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify:	the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify: ent Summary represents Council's total investments as at 31st August 2014 and that the	the Local Government (Finance Regulations) 1993 (Part 4, Cl. 19), I hereby certify: tent Summary represents Councit's total investments as at 31st August 2014 and that the

Page 1

This is Page No. 22 of the Agenda presented to the Ordinary Meeting of Central Tablelands County Council held at Blayney Shire Council on 8 October 2014

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(12) (13) (14) ITEM NO: 07

08) Office of Local Government Fit for the Future (GR.LR.5)

(Gavin Rhodes)

RECOMMENDATION:

1. That Council note the information.

<u>REPORT</u>

The NSW Government's response to the Independent Local Government Review Panel's (ILGRP) *Revitalising Local Government* was released on 10 September 2014. The ILGRP made 65 recommendations of which the NSW Government fully supported 28, 28 were supported in principle and 8 were not supported.

The NSW Government's response is based on the concept of Council's being *Fit for the Future* (FFF).

The FFF process involves:

- Expressions of Interest (EOIs) for Joint Organisation of Councils (JOCs) pilots with a closing date of 17 October 2014;
- JOC pilot sites being selected in November 2014, with pilot JOCs operating in February 2015 with Regional JOCs being established by September 2016;
- Councils (excluding those in the Far West) submitting FFF proposals by 30 June 2015;
 - Councils are to benchmark themselves against a number of criteria based on financial sustainability, scale and capacity, efficiency and effectiveness.
- > Assessment of proposals and implementation commencing in October 2015
- > Mergers are expected to be completed by September 2016.

FFF Councils will have access to significant funding and support to make the structural changes necessary and benefits including:

- Access to a State borrowing facility;
- Priority access to State funding and other grants;
- More flexibility with procurement; and
- Simplified reporting.

Council's Chairman, Deputy Chairman and General Manager attended a Fit for the Future Information Session in Orange on 25 September 2014. This information session was presented by Mr Steve Orr, Acting Chief Executive Office of Local Government (OLG) together with The Hon Paul Toole, Minister for Local Government. Mayors and General Managers from the CENTROC Group of Councils also attended.

The presentation gave Council's an opportunity to hear more about the FFF package and the One Stop Shop which has been established by the OLG to assist Councils.

The information session did not provide any further information regarding how County Council's will fit into the FFF package of options only to convey that more information should be made available once the pilot JOCs have commenced. CENTROC Group of Councils will be submitting an EOI to become a pilot JOC for the FFF with a report seeking Council's concurrence to follow.

A copy of the FFF Blueprint, FFF Joint Organisations, FFF NSW Government Response and FFF Stronger, Smarter Councils are provided with the Business Paper.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

09) <u>Fit for the Future Reforms - Centroc seeking concurrence with Expressing</u> an Interest in being a Pilot Joint Organisation of Council (JOC) (GR.LR.5)

(Gavin Rhodes)

RECOMMENDATION:

- 1. That Council note the report and:
 - a. Advise both Centroc and the Office of Local Government of its concurrence to be part of a Pilot Joint Organisation of Councils (a Pilot) as mooted in the "Fit for the Future Joint Organisations a Roadmap for Intergovernmental Collaboration in NSW" using the existing resources of Centroc seeking State funding as required;
 - b. Propose that the Pilot work as best as practicable within Centroc policy; and
 - c. Central Tablelands Water County Council join the Pilot Joint Organisation strictly on the proviso of having full membership as per its current Centroc Membership status.

<u>REPORT</u>

Precis

This report seeks concurrence of Council in being part of a pilot Joint Organisation of Councils (JOCs) to be managed through the existing Centroc resource and additional funding of up to \$300,000 as committed by the State Government's "Fit for the Future" reform package.

Background

Council is a long standing member of Central NSW Councils, Centroc. For more advice regarding Centroc please go to the Centroc website at <u>http://centroc.com.au</u> or contact the General Manager.

Council will be aware that on 10 September 2014 the State provided a response to the Independent Local Government Review Panel and Local Government Acts Taskforce reports. On the same day expressions of interest (EOI) in becoming a pilot JOC were opened. It is understood from email with Ms W Forrester managing the EOI program on behalf of the Office of Local Government (OLG) that the EOI submission closure will be 17 October 2014.

Centroc has lodged a series of submissions to the Local Government reform process and these are available on the Centroc website <u>http://www.centroc.com.au/</u> or by request.

The Centroc position to date with regard to reform is that it has supported the incremental evolution of voluntary ROCs offering services at the direction of member Councils. The Centroc Board has resolved the following as policy with regard to the mooted JOCs.

- 1. should the State implement structures as outlined in these [the Panel and Taskforce] reports that:
 - a. Mandatory JOCs only be developed if there is a state wide commitment to support and resource State agencies to develop the regional activities that add value to local communities;
 - b. Should JOCs be mandatory and have mandatory boundaries for this region
 - *i.* While membership is mandatory, the only mandatory functions would be strategic planning, as per the suggestions of REROC;
 - *ii.Local Councils would own the entity, that is, it cannot be separately constituted as is currently the case with County Councils;*
 - *iii.JOCs in this region would not have Council assets transferred to them though they may "grow their own," for example as does Hunter Councils, at the direction of the Board;*
 - *iv.There be the capacity to own subsidiaries or business entities in this region, but that they not include existing County Councils;*
 - v. The Board be made up of Mayors and General Managers;
 - vi.In the circumstance of the roll out of Rural Councils in this region be reviewed subject to detailed advice on the costs of implementation to the region;
 - c. Building on the successes of the CWUA, advocacy, training and procurement capabilities and given the region's ongoing support for incremental change, it is currently
 - *i.* evolving its regional engineers group into a regional roads group, and
 - *ii.a willing partner in growing State/Local relationships with a view to better more informed Regional Actions Plans and a regional review of Community Strategy*
 - d. The region is ready willing and able to provide advice regarding the success and roll out of the Centroc Water Utilities' Alliance for those region's interested in such a model.
- 2. commence working with State agencies with a view to trialling a regional roads group;
- 3. continuing to advocate regarding enabling procurement for the region;
- 4. advice be provided progressing the opportunity to develop a Shared Services Regional Roadmap and that this advice include its fit with activity being undertaken by WBC;
- 5. KPIs be developed in collaboration with DPC to measure the success of State/Local Government collaboration at the regional level;

Centroc policy has a reasonable fit with the ideas mooted in the publication "Fit for the Future Joint Organisations a roadmap for Intergovernmental Collaboration in NSW," one of the suite of documents published 10 September 2014; and engaging in the piloting program offers scope for steering the development of JOCs towards the needs of Councils in this region.

At the request of the Chair of Centroc, Cr Ken Keith Mayor of Parkes, the Centroc Executive was asked to provide feedback as to the level of interest in becoming a pilot Council. The Executive responded enthusiastically citing reasons such as:

- Centroc has a good offering to inform other regional collaboration of Councils;
- Centroc is well experienced to provide this advice; and



• Engaging in shaping any future change better positions Centroc members in being informed and ensuring best possible outcomes for the communities of Central NSW.

Given the tight timeframe for the EOI process and the need to seek Council concurrence, this report has been developed as the first action undertaken in the development of the EOI. More detailed advice regarding the current status of EOI is available upon request where the final version will be provided under the hand of the Centroc Executive, the Councils of Lithgow, Forbes, Parkes, Cowra, Bathurst and Orange.

Please see the mooted boundaries for JOCs above. The mooted Central West JOC fits broadly into the existing Centroc footprint.

What would Centroc pilot?

The anticipated EOI is predicated on three principles:

- 1. A strong network of Councils working collaboratively across NSW will offer this state competitive advantage;
- 2. Frank and fearless advice from experienced practitioners should be preferred to best position the workability of any reforms; and
- 3. The Centroc experience with water utilities makes the case for Councils retaining control over this asset and should be preferred through the reform process.

The following activities are anticipated for the mooted pilot in Central NSW, though concurrence from the OLG will need to be sought:

- 1. Building on the learnings from the existing Centroc structure, development of a new JOC that delivers
 - a. regional planning and priority at a high level using a bottom up approach embedded in Integrated Planning and Reporting;
 - b. operational support;
 - c. advocacy support; and
 - d. instruments that facilitate collaboration with other key stakeholders in the region.
- 2. Development of model MoUs between the JOC and key agencies based on best practice and those already in use in Central NSW. Preliminary discussions with the Department of Premier and Cabinet have been held with a view to facilitating relationships with State agencies;
- 3. A membership model reflecting both mandatory boundaries but enabling engagement between multiple JOCs to facilitate boundary issues and opportunities;
- Advice on the structural fit with an operational support entity offering cost savings and other benefits to members as well as an income stream to the JOC to keep costs to members to a minimum;
- 5. Development of the next tranche of work exploring shared services;
- 6. Assistance to the Office of Local Government in co-ordinating regular quarterly feedback and sharing of learning sessions; and
- 7. Packaging up the work undertaken by the national award winning Centroc Water Utilities' Alliance including the strategic work undertaken to inform the reform process be included in the pilot with a view to developing advice to other JOCs.

In the first instance, an Implementation Plan for the Pilot would need to be agreed on by Centroc and the Office of Local Government. This Pilot Implementation Plan would include:

- a. A Risk Management Plan;
- b. A Communications' Plan; and an
- c. Evaluation of Pilot Report Guidelines.

Financial Implications for Council

There are no immediate implications for Council's budget. The State has offered \$300,000 per JOC. The State has also offered other resources to assist with pilot JOCs. A final budget for the JOC pilot will depend on the activities suggested and advice in this regard will be provided regularly to member Councils.

Council currently pays fees to Centroc, the current program of Centroc activity will continue throughout the pilot program period which is anticipated to take between 12 and 18 months.

Conclusion

Council has an opportunity to help shape the future of regional collaboration between Councils in Central NSW through Centroc by taking up the offer of being part of a pilot JOC.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

10) <u>Integrated Water Cycle Management (IWCM) Meeting with NSW Office of</u> <u>Water (WS.AG.2)</u>

(Gavin Rhodes)

RECOMMENDATION:

1. That Council note the report.

<u>REPORT</u>

The General Manager, Director Operations & Technical Services, Mr Tony Perry and Gidi Azar (HydroScience) met with NSW Office of Water (NOW) Senior Managers on 29 September 2014 in Sydney to discuss CTW's Draft IWCM Plan.

CTW has been awaiting IWCM sign off from NOW for over 12 months after addressing initial comments relating to the Draft IWCM Plan submitted in February 2011. The meeting was very positive and beneficial with NOW acknowledging that the delay in signing off was unacceptable due to a number of internal reasons, however, NOW advised that CTW's IWCM will be formally approved and Council notified in writing.

NOW raised concerns with CTW's strategies regarding meeting its current and future secure yield shortfall of which CTW agreed to follow up and address. Noting that, these concerns are based on historical consumption data, which included an abattoir operating in Blayney that was a known high demand consumer. The focus of meeting the secure yield shortfall will be based on undertaking secure yield studies on existing CTW bores as well as investigating whether or not Council needs to acquire additional bores.

By Council receiving approval of its current IWCM Plan, it will allow Council to receive its subsidy of \$43,414 as well as add to Council's array of best practice management documents which may assist in receiving government funding in the future for water related projects.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

11) <u>Centroc Board Meeting held 26 August 2014 at Parliament House</u> <u>Canberra (CM.CF.3)</u>

(Gavin Rhodes)

RECOMMENDATION:

1. That Council note the report and associated minutes of the Centroc Board Meeting held 26 August 2014.

<u>REPORT</u>

A Centroc Board meeting was held at Parliament House Canberra on 26 August 2014. The Deputy Chairman, Cr David Somervaille represented CTW as the Chairman and General Manager attended the Local Government NSW Annual Water Management Conference in Port Macquarie (25-27 August 2014).

From all reports the meeting was very beneficial with the members of the Centroc Board having the opportunity to meet with Federal Ministers and Members to discuss various regional issues.

A copy of the Mayoral Report and the Minutes from the Centroc Board Meeting held 26 August 2014 at Parliament House Canberra are attached to this report for your information.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

1 CENTROC Mayoral Report and Minutes 8 Pages

Report from the Mayor from the Centroc Board Meeting 26 August at Parliament House Canberra.

I attended the Centroc Board meeting at Parliament House Canberra 26 August. This is the first time that the Board have had the opportunity to meet at the Federal level and I thank The Hon John Cobb and his office for co-ordinating the day.

I provide the following report for Council's information, along with the draft meeting minutes.

Ministers and Federal Members that addressed the Centroc Board were:

- 1. The Hon John Cobb Member for Calare
- 2. The Hon Mark Coulton Member for Parkes
- 3. The Hon Angus Taylor Member for Hume
- 4. The Hon Ian Macfarlane Minister for Industry
- 5. The Hon Barnaby Joyce Minister for Agriculture
- Senator Fiona Nash Assistant Minister for Health
- 7. The Hon Paul Fletcher Parliamentary Secretary Communications
- The Hon Warren Truss Deputy Prime Minister, Minister for Infrastructure and Regional Development.

There was significant discussion regarding water security in the region, the effects on councils from of the Financial Assistance Grants freeze, opportunities in the agriculture competitiveness space, future funding for the regions and suggestions on improving freight rail for Central NSW.

Besides the round table discussions with members, Centroc also held its quarterly Board meeting. The following is advice from the Ministerial round tables, the resolved minutes as well as some follow-up activity to be undertaken after the Board meeting.

Water Security - Given the activity by the State and Federal Government and the Hon John Cobb in the



The Centroc Board



Federal Members Angus Taylor, John Cobb and Mark Coulton

1

reviewed and assured.

The Board has resolved to provide further advice to Federal representatives and follow up with Minister Macfarlane around training opportunities with Centroc Water Utilities Alliance.

Follow-up will also be undertaken with the Minister Barnaby Joyce on the Ministerial Working Group to Identify Projects Deliver Water Supply Needs.

Transport Infrastructure – The NRMA has released a report regarding the Roads to recovery funding. The Board resolved to support the report which calls for tripling funding.

A follow up meeting is also been organised with Minister Macfarlane regarding the Bells Line. The freight rail across Central NSW was discussed in detail, Federal member for Hume Angus Taylor, has extensive knowledge in this area and further follow up will be taken up with his office.

Health – Advice was provided regarding the recent Centroc Health Workforce Meeting 22 July in Parkes, with extensive follow up carried out since. Centroc will now follow up further with Senator Nash regarding the Funding for Beyond the Range and funding for health and medical infrastructure for councils. Support for the General Practitioners Procedural, and medical training positions in Central NSW. The Board will also undertake further support for a medical school in the region.

Communications - Advice was received from The Hon Paul Fletcher,



Minister for Industry the Hon. Ian Macfarlane and Minister for Agriculture the Hon. Barnaby Joyce



Senator Fiona Nash Assistant Minister for Health



Chair of Centroc Cr Ken Keith with the Hon Paul Fletcher Parliamentary Secretary for Communications

late 2014. Further follow up with Andrew Stoner is being co-ordinated with a view to leveraging regional NSW for the Mobile Blackspot Program.

Regional Development - The Centroc Board will be working with the RDACW to establish an infrastructure priority list for the region for use in lobbying to the next state election.

The mooted Food and Fibre plan for the region will be discussed in more detail with Minister Barnaby Joyce.

Minister Ian McFarlane was supportive of programs going forward that led initiatives in industry productivity. Follow up on this will matter will take place through John Cobb's Office.



The Deputy Prime Minister, Warren Truss, addresses the Board

Member Council operational support - noting the substantial amount of activity being undertaken collaboratively in support of member operations. This includes net savings to members under these programs since December 14 2009 of \$2.52m.

Centroc have invested significant time in investigating the current electricity network street-light price hikes. A professional street lighting specialist was engaged to review the Essential Energy claims to the Australian Energy Regulator including an average 94% increase in Operational expenses across the Essential Energy footprint. This work was shared through neighbouring ROCs. All submissions are available on the Centroc Website www.centroc.com.au. The Board suggested that advice from this report be forwarded onto relevant State and Federal representatives.

I think you can see from the above that there is a lot of valuable collaborative activity going on in this region, this was also echoed from Federal representatives at our meeting in Canberra, and I commend this report to you for noting.

Recommendation/s

That the Mayoral Report from the Centroc Board Meeting 26 August at Parliament House Canberra be noted.



Winutes of the Board meeting 26 August 2014 Parliament House Canberra

Delegates in Bold

Cr G Rush	Bathurst Regional Council	Cr J Davis	Orange City Coucil
Mr D Sherley	Bathurst Regional Council	Cr R Gander	Orange City Council
Mr A McCormack	Blayney Shire Council	Mr G Styles	Orange City Council
Mr A McMahon	Boorowa Council	Cr K Keith	Parkes Shire Council
Cr I Gosper	Cabonne Council	Mr K Boyd	Parkes Shire Council
Cr L MacSmith	Cabonne Council	Cr J Shaw	Upper Lachlan Shire
Mr A Hopkins	Cabonne Council	Mr J Bell	Upper Lachlan Shire
Cr D Somervaille	Central Tablelands Water	Cr S Freudenstein	Young Shire Council
Cr B West	Cowra Shire Council	Mr P Vlatko	Young Shire Council
Mr P Devery	Cowra Shire Council	Mr B Steffen	Forbes Shire Council
Cr P Miller	Forbes Shire Council	Mr S Morrison	RDACW
Cr R Penny	Forbes Shire Council	Mr Peter McMillan	RDACW
Cr D Manwaring	Lachlan Shire Council	Ms J Bennett	Centroc
Ms L Collyer	Lachlan Shire Council	Ms M Macpherson	Centroc
Cr M Statham	Lithgow City Council	Ms K Barker	Centroc
Mr R Bailey	Lithgow City Council	Ms C Griffin	Centroc
Cr J McMahon	Oberon Council	Ms A Thomas	Centroc
Mr A Cairney	Oberon Council	Ms J Andrews	Centroc
		Ms V Page	Centroc

1 Meeting opened 9:15 and Chaired by Cr K Keith

2 Apologies

Cr G Braddon, Mr G Rhodes, Cr S Ferguson, Ms A Morgan, Cr B Miller, Cr M Liebich, Mr G Carroll, Cr W Tuckerman

Resolved	Mr J Bell/Mr R Bailey
That the apologies for the Centroc Board meeting 26 August liste	d above be accepted.

3 Welcome

The Hon John Cobb officially opened the days meeting and welcomed delegates.

4 Minutes

4a Confirmation of the Minutes of the GMAC Meeting 31 July 2014

Resolved Mr A Hopkins/Mr H		
That	the Minutes of the Centroc GMAC Meeting 31 July 2014 held in Orange be confirmed.	
4b	Confirmation of the Minutes of the Board Meeting 29 May 2014	
Reso	lved Cr B West/Mr G Styles	
That	the Minutes of the Centroc Board Meeting 29 May held at Parliament House Sydney be confirmed.	

ATTACHMENT NO: 1 - CENTROC MAYORAL REPORT AND MINUTES



5 Business Arising from the Minutes – Matters in Progress

Resolved	Mr G Styles/Cr S Freudenstein
That the Board note the matters in progress, making deletio	ons as suggested.

6 Correspondence

Resolved	Mr G Styles/Cr B Wes
That the Board note the incoming correspondence.	
6b Correspondence Out	
Resolved	Cr B West/Mr B Steffer
That the Board note the outgoing correspondence.	

7 Reports

7a Transport Infrastructure including Bells Line of Road

Resolved

That the Board notes the Transport Infrastructure report and

- advocate to have the Accounting Standards Board revise the Standard to align better with Local Government's needs;
- provide advice to the NRMA regarding Centroc's preferred position for Local Government reform; and
- 3. support the NRMAs call for a tripling of Roads to Recovery Funding.

7b Water Infrastructure Resolved

Mr K Boyd/Mr B Steffen

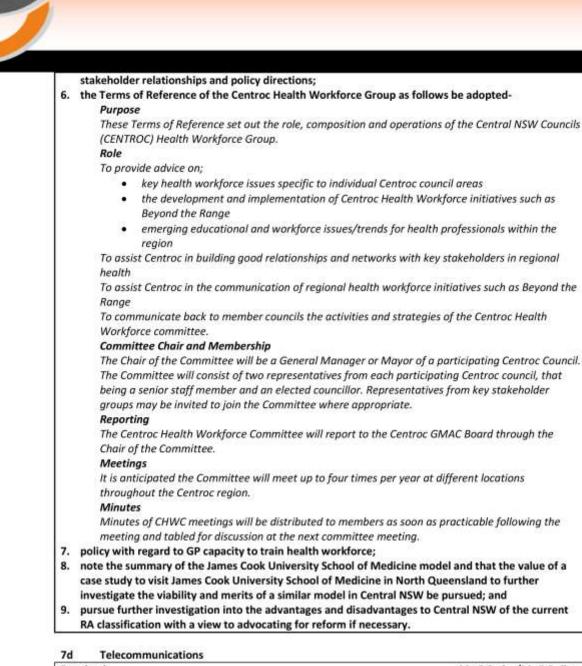
Mr K Boyd/Mr R Bailey

- That the Board note the Water Infrastructure report and
 endorse the development of a strategic regional water security infrastructure priority listing to support applications from the region under the Restart NSW-Water Security for the Regions program and
- 2. increase its advocacy activities in support of current policy and opportunities.

7c Health Report

Resolved Cr D Manwaring/Cr S Freudenstein That the Board note the Health report and; 1. investigate the possibility of mandatory inclusion of a Local Government representative on Local

- Health Councils; 2. undertake scoping of engagement of WNSWHD in the process of developing Community Strategic
- undertake scoping of engagement of WNSWHD in the process of developing Community Strategic Plans be provided including through Health Intelligence Units;
- investigate how General Practice Placements Program (PGPPP) have worked in our region and what it would require for smaller hospitals to become accredited for training;
- 4. advocate to the Federal Government the value in building on the investment in infrastructure and resources already established by Medicare Locals, and continuity of service, when considering the new Primary Health Networks and that the Federal Government provide scope, criteria and boundaries of the new PHNs as soon as possible;
- 5. the recommendations of the Rural Medical Workforce Conference be considered when progressing



Resolved

Resolved

Mr G Styles/Mr R Bailey That the Board note the Telecommunications Report

7e **Regional Development**

Mr G Styles/Mr A Hopkins

- That the Board note the Regional Development Report and
- 1. work with RDACW to develop a priority infrastructure strategy by October of this year to inform the election that



- a. will inform a cross regional project as supported by the Department of Premier and Cabinet
 b. is developed under the direction of Mr G Styles and
- advocate that the Building the Nation Program as described by Federal representatives include a diversity of projects suitable for larger and smaller communities.

7f Planning Report

That the Board note the Planning report and endorse

- 1. The two submissions to IPART one on Compliance and Enforcement and the other on Review of Licensing and
- 2. The submission to the Department of Planning on Regional Growth Plan boundaries.

7g Operation Report

Resolved That the Board

Resolved

- 1. note the savings achieved to date relating to Centroc activities;
- 2. endorse the submission on Essential Energy's Confidentiality Claims;
- 3. endorse the submission on Essential Energy's Pricing Proposal;
- 4. note that through the Executive, funding of less than \$5k is being finalised for the submission by Strategic Lighting Partners; and
- 5. notes the balance of the Operational Report.

7h Financial Report

Resolved

Mr R Bailey/Cr R Penny

Mr D Sherley/Cr R Penny

Mr B Steffen/Cr S Freudenstein

That the Board note the Financial Report and gives permission for the audited accounts to be signed under the auspices of the Secretary Treasurer if the final result after audit does not differ greatly from the figures presented in this report.

8 Matters Raised by Members - Nil

- 9 Speakers to the next Board meeting- The Hon Paul Toole
- 10 Next Meetings

GMAC – 30 October - Orange Board and AGM - 27 November - Blayney

Meeting closed 10.15am

Page 4 is the last page of the Centroc Board Minutes 26 August 2014.

Actions from the sessions with Federal representatives.

- · Country ROCs getting together on a re calibration of the distribution of FAGs grants
- Pursue a meeting with Minister McFarlane through The Hon John Cobbs office on the fit of
 programs coming forward with Local Government led initiatives/consortia in industry and
 productivity.
- Find existing research on those communities in Central NSW experiencing economic shocks including Lithgow, Bathurst, Cowra and Orange then use this for advocacy purposes around Federal funding.



more than welcomed it will not provide significant long term jobs.

- Given Angus Taylor, Member for Hume's depth of knowledge on freight rail, follow-up with him be undertaking seeking advice on pathways to improve the freight rail issues in Central NSW.
- Follow-up on the CWUA training opportunity through Minister Macfarlane's portfolio.
- Follow up Minister Barnaby Joyce on the region's mooted Food and Fibre plan, ensuring when we do that our infrastructure priorities and last mile will issues are included.
- Follow-up with The Hon Andrew Stoner on leveraging NSW state funding for the Federal Mobile Blackspot program.
- Follow up with the Hon Fiona Nash on:
 - Funding for Beyond the Range
 - o Funding for health and medical infrastructure for Councils an
 - Support for General Practitioner Proceduralists
 - Support for medical training positions in Central NSW
 - Letter of support to Senator Nash regarding the value of the development of a regional medical school similar to the James Cook model.
- Follow-up meeting with Minister McFarlane re the Bells Line.

12) <u>WBC Alliance - Annual Report (CM.AG.6)</u> (Donna Galvin)

RECOMMENDATION:

1. That the WBC Annual Report be noted.

REPORT

Attached WBC Annual Report.

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

1 WBC Annual Report 2013/14 19 Pages

ITEM NO: 12



WELLINGTON BLAYNEY CABONNE STRATEGIC ALLIANCE

Annual Report 2013-2014





WELLINGTON BLAYNEY CABONNE STRATEGIC ALLIANCE

Annual Report 2013-2014









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2013/2014 Annual Report

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CHAIRMAN'S FORWARD

It is with pleasure that I report on the WBC Alliance activities and achievements for 2013/14 during which I was the Chairman. I ampersonally a great advocate of the Alliance and the opportunities it brings for the member Councils to be more sustainable and stronger. With the ongoing reform agenda of the State Government we cannot be complacent and need to continue to be a leader in alternative solutions for Councils of our size.

The key project this year has been the ongoing development of a Shared Service Model and consideration of whether the Alliance should marphinto



a legal entity for the delivery of services. The Councils have worked hard on this project and their General Managers have shown great leadership to continue this important work. With the assistance of expert consulting firm KPMG a high level analysis of 20 functions was completed that indicated suitability for delivery through a shared legal entity.

The Board determined in July to wait until the State Government indicates the direction that will be taken with the creation of regional organisations before moving ahead to the next phase of the shared services work. This next step would require significant resources and would have major change impacts. The work completed so far puts us in a good position to move ahead once we have clarity on the likely impacts of State Government decisions.

As this project was the key focus for the year we have not seen as many other project outcomes completed as in previous years. Some of the other highlights have included sharing equipment, joint tenders, \$120k funding from Department of Planning for the implementation of e-planning tools, joint engagement of specialists to assist Blayney with SRV and Cabonne with community consultation, and other ongoing joint arrangements.

One of my highlights for the year was the inaugural and very successful Women's Forum held in October. This event came about initially in response to the relatively poor women's representation on our Councils. This event was one way to engage women and highlight the benefits of being involved in local decision making and representation. The event was held in the new Blayney CommunityCentre and was attended by over 60 women from Blayney Shire area and around the central west region. Feedback was overwhelmingly positive.

The savings and efficiencies for the year have totalled \$520 269 bringing the cumulative total of savings to the Alliance of just over \$5.7 million. The intangible value of staff sharing ideas, expertise and practices is one of the greatest strengths of the Alliance but not quantifiable in monetary terms. This is a great outcome.



I would like to acknowledge two of the General Managers of the Alliance who have left during the last month. Tony Perry, General Manager of Central Tablelands Water for 16 years retired in August. Tony was one the last of the original General Managers who formed the Alliance and has been a strong supporter and advocate of the Alliance. He has had an extensive career in public service and we wish him well in his retirement.

Glenn Wilcox was General Manager at Blayney from 2011 and recently left to take up a new challenge as the General Manager at Armidale Council. Glenn brought a great depth of intellect and ideas to the Alliance and was also a strong leader and advocate. Both Tony and Glenn will be missed.

We do welcome the new General Manager for Central Tablelands Water, Mr Gavin Rhodes. Gavin was previously the Manager Finance and Corporate Services at CTW and has been involved in many Alliance projects and initiatives. We look forward to him bringing his experience to the leadership team in the Alliance. The position of GM for Blayney is currently being recruited.

I would like to thank the staff of the Alliance councils for their commitment and efforts to make the Alliance successful. It is only through the staff that we can get initiatives and projects off the ground. I would also like to thank the Executive Manager Donna Galvin who is the powerhouse of the Aliance. Without Donna our reputation and achievements would be diminished. We all appreciate Donna's efforts.

The Chair and Secretariat roles move to Wellington for 2014/15. To the Mayor – Rod Buhr, and General Manager. Michael Tolhurst I wish you well and encourage you to continue the great work of the Alliance. There will no doubt be more challenging times ahead for our councils and together we can achieve great outcomes and be collectively strong.

Cr Scott Ferguson Chairman



2013/2014 WBC Board

(L to R) Back row:

Tony Perry, Michael Tolhurst, Andrew Hopkins (Secretariat), Glenn Wilcox

(L to R) Front row:

Geoff Braddon OAM, Rod Buhr, Ian Gosper (Chair), Scatt Ferguson



EXECUTIVE MANAGER'S REPORT

This will be the sixth annual report I prepare for the Alliance and withevery year I remain very proud of the achievements and ongoing commitment to the Alliance. This year our key focus was on a major project to progress the development of a legal entity for the delivery of a range of shared services. Under the leadership of the General Manager of Cabonne, Blayney and Central Tablelands Water, and with the expertise of globally renowned firm KPMG we completed a major review of 20 services that were considered suitable for sharing. The project achieved significant outcomes (see page 17 for more information).



After much deliberation and consideration by the member Council the WBC Board determined at the July meeting to defer any further work on implementation, pending the outcome of the NSW State Government Reform Process.

Despite this there is still a belief in shared services being an alternative model of operation. Work will continue in specific areas of the Council business to progress this concept, for example in Environmental Services and Fleet, Contract and Tender Management.

I would like to acknow ledge the contributions of Tim Weeks from Blayney Council who was seconded to the project one day a week. Tim brought ideas and fresh perspective to the project and I thankhim for his contributions.

So, does the Alliance still have relevance? In late 2013 Cabonne undertook an extensive community consultation process – to check in with residents as to what they wanted in future representation and service provision. Overwhelmingly 93% of respondents opposed any amalgamation. Interestingly the second preferred position was to 'strengthen the WBC Alliance'.

Throughout the consultations and research completed by the Independent Review Panel collaboration and sharing services was a constant strong theme. The final report stated:

- 'stronger regional cooperation as a Central plank for Local Government reform'
- 'it is envisaged that a number of shared services activities could be handled by one or more member Councils becoming a "centre of excellence" for the region'.

The goals of the Alliance are:

- to reduce cost to member Councils through joint procurement.
- to reduce costs to member Councils by sharing knowledge, skills and methods.
- to increase services to members by accessing larger amounts of grant funding.



- to <u>facilitate staff development and retention</u> by offering opportunities to staff across member Councils.
- to increase employment opportunities.

These goals still remain highly relevant and important to any Councils concerned about their future long termsustainability and independence. More than ever the Alliance member Councils have a lot to gain if commitment to these goals continues. However we must see strong leadership and a focus on 'making it happen'.

In closing I would like to acknowledge Gienn Wilcox and Tony Perry. Glenn was General Manager at Blayney from 2011 and let in early August to take up the General Manager role at Armidale. Tony has been with Central Tablelands Water for over 20 years and was General Manager for the past 16 years and retired in August. Both were very committed to the Alliance and I have enjoyed working with them. I wish them both all the best in the future.

I look forward to the year ahead which I believe will be challenging for the Alliance and the Local Government sector.

Donna Galvin Executive Manager



The Mayors and Chairman of CTW accepting a certificate celebrating the 10 year Anniversary of the WBC Alliance



HOW DOES THE ALLIANCE WORK?

The WBC Board consists of the Mayor, Deputy Mayor and General Manager from each member Council. Meetings are held 4 times a year, or more frequently if required. The Chairman's role rotates on a 12 monthly basis with the Secretariat services provided by the Council whose Mayor is Chairman of the Board. The role of the Board is to:

- 1. Identify areas/activities of operations that present strategic alliance opportunities.
- Raise public awareness of strategic alliance issues for the benefit of local government and the community in general.
- 3. Provide relevant information to interested organisations and individuals.
- Promote the desired outcomes of the Councils' Strategic Alliance concept in the councils' areas and beyond.

The Board develops an action plan to implement particular projects and reviews the Alliance's operation to ensure the goals are being met. The Alliance will adopt a new 2 year Operational Plan at the 2014 AGM. This plan is based on the common future directions of our communities, as identified through the community consultation for Integrated Planning and Reporting, as well as the individual Council priorities.



2013 AGM - Mayor Gosper thanks Robyn Little of Cabonne



2013 AGM – Mayor Gosper thanks Dale Jones of Cabonne

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KEY ALLIANCE DIRECTIONS MAPPED FROM MEMBER COUNCIL'S COMMUNITY STRATEGIC PLANS

Alliance Directions	Blayney CSP	Cabonne CSP	Wellington CSP	CTW CSP
Economic prosperity and employment	Grow the wealth of the Shire	Build business and generate employment	Grow prosperity and employment	Economic Development
Management and protection of the natural and built environment	Preserve and enhance our heritage and rural landscapes	Manage our natural resources	Grow agriculture, energy and the environment	A healthy, natural environment and ecology
Participation in, and facilities for, arts and culture	A centre for sports and culture	Grow Cabonne's culture and community	Promote community participation in arts and culture	
Resourced communities	Develop strong and connected communities	Connect Cabonne to each other and the rest of the world	Show leadership in governance and community engagement	
Ongoing development of community infrastructure and facilities	Develop and maintain shire infrastructure	Provide and develop community facilities	Build and improve community infrastructure	Secure quality and efficient water supplies Reliable water supply infrastructure that economically meets service levels
Governance and leadership	Leadership		Show leadership in governance and community engagement	Commercial, equitable, efficient and customer focused organisation



WBC BENEFIT RECORDS ANALYSIS

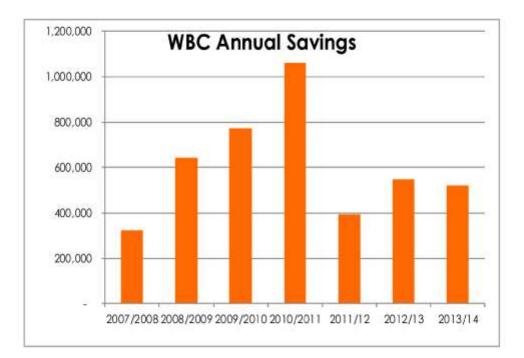
Description	2010/2011	2011/2012	2012/2013	2013/2014
KnowledgeSharing	209400	85300	88285	91375
Blayney Records	7686	7955	8233	8521
Wellington Records	10980	11364	11761	12173
RTA Contracts (Blayney maintenance works)				
CTW - IT & Software Sharing	23644	24471	25327	26213
CTW/Blayney HR/OHS support	4282	4431	4586	4747
Bize Asset Licence	6365	6587	6817	7056
Asset management joint project				
OHS services BSC from Wellington	9960	5990		
Integrated Water Cycle management plan				
Joint DA training				
Internal Development of WBC Project management Tool Kit		()		
Code of conduct committee	3600		11000	
Joint Councillor training		: S		
sharing of Councillor information session packs				
Joint purchase document folders				
Internal Recruitment services for DCS Wellington				
Development WBC website				
Milthorpe After School grant	15742	16292	16862	17452
webex meetings	10044	6790	4545	3000
Development of Internal Audit Guide				
Shared Principal Strategic Planner	85284	88268	44134	
Modification of Safe Work Statements - Blayney/Wellington				
Joint Project management training				
communicate Collaborate TAFE funded project				
EBPPP Training funding				
Share of USP funding			11000	1
Planning Reform Funding -	128000			



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Description	2010/2011	2011/2012	2012/2013	2013/2014
Pilot Climate Change Program - free workshops	3750			
savings on advertising for internal audit committee				
joint media training				6
Adobe software purchased by TAFE - grant				
Joint purchase long term financial planning tool				
CBA Banking partnership				
Joint purchase Ten Commandments OHS video				
Blayney/Cabonne providing crews and equipment for each other	20740		-	
RE-sealing RTA work under RMCC				
Joint Tender Resealing Cabonne/Blayney	20000	29500		
IT Tender and Purchase and Implementation of System	399506	25800	17760	7200
Getting Job Done workshop development				
Joint purchase Planet Footprint	3800	3		
Climate Change Planning Workshops/Consultancy	12000			
Integrated Planning and Reporting Project	42000	11500		
Mapping Services provided by Wellington for LEP	30000			
Joint Purchase sharefile site	3597	3722	3852	3987
Joint Engagement IAB for Internal Audit	11440	11840	11881	12297
Goods and Service Joint Tender		19000		19665
DCP Project - Joint engagement consultant		4000		
Environmental Management Plans developed		15000		
Loan of plant and equipment Cabonne and Blayney		3000	3360	20684
Business Continuity Planning		2475		
Prospective Councillor Information Sessions		8500		
Shared Services Project		25 000		
Speaker Fees - WBCEM		2000		
Joint Tender Truck & Dog			7000	
Joint engagement Fleet Reviewer Consultants			27000	
Joint Tender Reseal			227000	227000
Internal development WBC website			10925	
Cabonne purchase gravel from Blayney			12187	
Dept Planning Funding				50500
Probono legal advice to SS Project				6400
Joint engagement Groupwork consultants				2000
Annual Total	104678	393785	546595	520269
	425379	464757	519417	571444
Accum. Total	425575	9	4	3/1444









PROMOTION, INVOLVEMENT, LEADERSHIP IN THE SECTOR

Presentations/promotions and acknowledgements:

- LGMA Conference.
- Models for Local Government LGMA workshop.
- LGSA & LGA Conferences.
- CENTROC GMAC & Forum.
- Advice to group Victorian Councils on Alliance operation.
- Guest speaker at Victorian Municipal Association Future of Local Government Conference.

Leadership and participation in the future of our sector:

- Participated in consultations of the Independent Local Government Review Panel and provided 2 submissions.
- Member of LGMA Working party to "Identify barriers to establishing inter-council contractual arrangements for sharing staff, including General Managers, senior staff as well as commercialising services".
- · Participated in LG Act Review consultancies and submissions.
- Participated in NSW Leaders Forum (LG NSW).
- Invited Independent Review Panel to participate in Workshop on alternative models of Services Delivery.



2013 ALLIANCESTAFF AND COUNCILLOR FORUM

As part of our engagement strategies the Alliance hosts an annual one day forum for staff and Councillors. In 2013 the forum was held in Molong and was attended by 60 staff and elected members. The focus of the day was to celebrate the 10th Anniversary of the Alliance and past Mayors, Councillors and General Managers were invited to join the forum for a special lunch.

Guest Speakers for the forum included:

- Steven Blackadder speaking on the Review of the Local Government Act and his role on that panel.
- John Neish Organisational Development Consultant who talked on alternative service delivery models.
- Brad Byrnes from Parkes Council who provided a great overview of the highly successful Special Rate Variation process at Parkes resulting in approval for 13% p.a. rate increases for 4 years.
- Geoff Burton Business Planning and Performance Manager for City of Sydney Council who
 explained how Sydney City managers their IP&R documentation and reporting.
- Wayne Wallis then Group Manager Corporate Services at Port Stephens Council who spoke about Business Excellence Framework.

The afternoon was an interactive session on change management - how to lead, manage and survive change.

These events are an important way for the Alliance staff and elected members to network and share ideas, practices and expertise.



Guest Speaker - Stephen Blackadder



Guest Speaker – John Neish



BUSINESSIMPROVEMENTPROGRAM

One of the fundamental principles of what the Alliance is all about is 'improving the way we work to be more efficient'.

In 2012 the Alliance developed a program '**BPI - the WBC Way'** - which is a framework and associated tools and templates to complete Business Process Reviews.

By 2013 and more recently 'Service Delivery Reviews' have become more common in Local Government. The purpose of service reviews is to also scrutinise the delivery of a service (orservices) to drive more efficient use of resources whilst providing services to meet the needs of the community.

Over the last 12 months Wellington and Cabonne have used the 'BPI WBC Way' program and engaged the WBC Executive Manager to complete reviews in the following areas:

- Wellington all Corporate Services functions including timesheet preparation and lodgement, rates, water billing, business paper preparation
- customer service
- records management
- rehabilitation and works compensation
- risk and insurance management
- stores and procurement
- Section 67
- human resource management
- assets management
- financial system

These reviews identified over 75 opportunities to enhance and improve service delivery.

At Cabonne reviews were completed on the following functions, resulting in over 35 improvement options:

- business planning
- contracts and tender management
- customer request
- risk management
- induction
- land and property management
- Sect 335 committees
- Project management

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These programs and reviews are very important to be able to define and demonstrate Councils efficiency.

This is an area where the Alliance can add great volume to the member Councils who do not have dedicated internal resources or expertise to undertaken and promote these reviews.



Asset Management Workshop



Anton Franze, Tiffaney Irlam, Chris Hodge and Jeanette Turner of Blayney



Cr Geoff Dean, Dale Jones, Ex Cr Bob Dowling and Cr Graham Smith



Veronica Windus, Debbie Oates, Martin Boyd, Glenn Meehan, Tiffaney Irlam, Chris Hodge and Gavin Rhodes

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WINNERS 2013 ALLIANCE CHALLENGE



At the Forum the winners of the annual Alliance Challenge were announced. The Challenge is a way to recognise and reward gross Council collaborative teams for the outcomes they have achieved by working together.

In 2013 the winners were the Operations Managers from Cabonne. Blayney and Wellington – Bob Cohen, Jason Theakstone, Nathan Skelly and Nick Havyatt. These managers have worked together on a number of projects and initiatives over the years. This award specifically related to a joint tender for seal works and products. The combined purchasing power of the 3 Councils resulted in over \$400,000 saving over the 2 year contract.

Additionally around \$20,000 is saved every time Councils jointly tender due to reduction in time, saving in advertising etc.

The winners receive a gift voucher and of cause the coveted Alliance Challenge Trophy.

Another team was acknowledged on the day for their work to develop a generic Development Control Plan that could then be modified by each Council. The members of this project team included Erin Strong and Darren Honnery (Wellington), Heather Nicholls (Cabonne), Andrew Napier (Alliance) and Leon Rodwell, Patsy Moppett and Claire Johnstone (Blayney).



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SHARED SERVICES PROJECT

During 2013/2014 the key project for the Alliance was the development of a legal entity model for the delivery of a range of shared services. With the help of esteemed consulting firm KPMG the project was completed in 2 phases:

- 1. Development and agreement of model.
- High level analysis of 20 functions of Council to determine suitability for delivery through a shared model.

The outcomes included:

- a legal entity option.
- vision and mission for the entity.
- a robust selection criteria and methodology.
- high level data analysis which identified potential savings by moving to a shared delivery option.
- a high level implementation plan.

The third phase was detailed development of business case and implementation plan. This phase has not been commenced yet pending the final decision of State Government on the creation of Joint Organisations at a regional level.

The shared services project is immensely valuable work. Very few Councils of the size and capacity of the Alliance members would have completed this level of research and development. It places the Alliance in a position of readiness ance we know if the mode is compatible with any potential regional entity.



Shared Services Project Team, Glenn Wilcox, Andrew Hopkins and Tony Perry with consultant Rob Roberts



WOMAN'S FORUM - BLAYNEY

Led by Blayney Council a very successful Women's Forum was held in Blayney in November 2013. The purpose of the forum was to target women across the Central West Region to focus on the participation of women in and on decision making groups within their communities.

MC for the day was ABC Central West Program Manager, Brooke Daniels.

Guest Speakers included:

- Ruth Pallis Senior Policy Officer from Local Government NSW.
- Cr Lynne Griffith from Dubbo City Council
- Zelma Bone Change Agent Specialist with Charles Sturt University
- Donna Galvin Executive Manager with the WBC Alliance
- Julianne Gelber who is considered as a mentor within the Alpaca industry.

The aim of the forum was to encourage and challenge women to build a pathway to leadership and representative capacities in our region, which can only lead to the strengthening or our community groups along with strong community resilience. Supporting and nurturing the role of women in our communities and actively involving women in the decision marking for our future community was the desired outcome.



Guest Speaker - Zelma Bone

Yoga Exercises conducted by Centrepoint gym instructors during a break.



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13) Maintenance of Council's Systems (WS.MO.4)

(Darrell Sligar)

RECOMMENDATION:

1. That the information be noted.

<u>REPORT</u>

a) Service Replacement Program

Council staff completed twelve complete service replacements and thirty six partial replacements.

b) Hydrant / Valve Maintenance

Hydrant maintenance continued over the past two months in the following areas: Grenfell, Canowindra, Eugowra, Lyndhurst, Mandurama & Cargo.

c) Hydrant Flowtesting

Hydrant Flowtesting was carried out on every hydrant in Canowindra, South Canowindra and Moorbel area, this is part of Councils five yearly checks, four faulty units have been replaced.

d) Reticulation Flushing

Reticulation flushing was carried out in the following villages. Canowindra, South Canowindra, Moorbel, Carcoar, Mandurama, Millthorpe & Lyndhurst, this is carried out to remove any biofilms built up over the previous two years.

e) Lake Rowlands

All long grasses and reeds have been removed between the scour outlet and the V notch in Coombing Creek below the dam wall to assist with more accurate discharge readings.

f) Pump Station Maintenance

New bearings have been installed in the No. 1 pump at Grenfell North and fluoride booster at Carcoar plant. All pipework at Booster No.1 at Carcoar Filtration Plant has been replaced with HD polyethylene, I believe this will be successful with all future pipe replacements at pump stations the same.

g) Filter Plant Maintenance

Four sludge lagoons have been cleaned and placed back into operation at Carcoar.

Two flocculator gearboxes have been refurbished at Carcoar.

h) Safety Audit

A safety audit of all Council worksites was carried out during September.

i) RP2 Register

Council has conducted an audit of all it's commercial and industrial customers and registered all Reduced Pressure Zones backflow devices, this is a requirement of NSW Health.

j) Meter Locations

Councils meter technician has commenced a register of latitude and longitude coordinates of all meter locations for future reference.

- k) Blayney Filtration Plant Capital Works
 - * New Cupboards and sinks have been installed
 - * Wet racks have been constructed with turbidity and PH meters installed
 - * Megaflow meters and orifice plates have been installed on the backwashing line
 - * All electrical cable and data cable to be installed within the next three weeks
 - * New chlorination and digital scales have been installed

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

14) Performance of Council's Systems (WS.MO.4)

(Darrell Sligar)

RECOMMENDATION:

1. That the information be noted.

REPORT

I) Main breaks

The main failures recorded during the past two months are listed in the table below.

Location		Date	Size	Comment
Canowindra	Bluebell Street	22.08.14	100mm	Collar
Millthorpe	Blayney Road	18.09.14	100mm	Tree Root
Grenfell	Bogolong Lane	14.07.14	225mm	S/L
Nyrang Creek	Rural	29.07.14	80mm	DNR
Trajere	Rural	07.08.14	55- 65mm	Poly

m) Reservoir Levels

All reservoir levels have been maintained at or near 100% of capacity.

n) Service Complaints and Requests

A summary of service complaints and requests received for the last two months are as follows:

Row Labels	Count of Service	
BLAYNEY		15
LEAKING METER		9
LEAKING SERVICE		1
MAINTENANCE - GENERAL		1
METER NOT SHUTTING OFF		2
NO WATER COMPLAINT		1
PATHCOCK FAILURE		1
CANOWINDRA		14
BURST METER		1
LEAKING METER		2
LEAKING SERVICE		1
MAIN BREAK		1
MAINTENANCE - GENERAL		2
METER NOT SHUTTING OFF		2
NO WATER COMPLAINT		3
PATHCOCK FAILURE		1
QUALITY COMPLAINT		1

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HYDRANT LEAKING2CARGO2LEAKING METER2EUGOWRA7LEAKING SERVICE4MAIN BREAK1MAINTENANCE - GENERAL2GRENFELL6CHECK METER READING1DIRTY WATER COMPLAINT1LEAKING METER2MAINTENANCE - GENERAL1QUALITY COMPLAINT1LEAKING SERVICE2MAINTENANCE - GENERAL1PATHCOCK FAILURE1PATHCOCK FAILURE2MANDURAMA2LOW PRESSURE COMPLAINT2MANILDRA2BURST METER1MAIN BREAK1MAIN BREAK1MAIN BREAK1	CARCOAR	2
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LEAKING SERVICE2MAINTENANCE - GENERAL1PATHCOCK FAILURE1MANDURAMA2LOW PRESSURE COMPLAINT2MANILDRA2LEAKING SERVICE2MILLTHORPE2BURST METER1MAIN BREAK1	QUALITY COMPLAINT	1
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PATHCOCK FAILURE1MANDURAMA2LOW PRESSURE COMPLAINT2MANILDRA2LEAKING SERVICE2MILLTHORPE2BURST METER1MAIN BREAK1	LEAKING SERVICE	2
MANDURAMA2LOW PRESSURE COMPLAINT2MANILDRA2LEAKING SERVICE2MILLTHORPE2BURST METER1MAIN BREAK1	MAINTENANCE - GENERAL	1
LOW PRESSURE COMPLAINT2MANILDRA2LEAKING SERVICE2MILLTHORPE2BURST METER1MAIN BREAK1	PATHCOCK FAILURE	1
MANILDRA2LEAKING SERVICE2MILLTHORPE2BURST METER1MAIN BREAK1	MANDURAMA	2
LEAKING SERVICE2MILLTHORPE2BURST METER1MAIN BREAK1	LOW PRESSURE COMPLAINT	2
MILLTHORPE2BURST METER1MAIN BREAK1	MANILDRA	2
BURST METER 1 MAIN BREAK 1	LEAKING SERVICE	2
MAIN BREAK 1	MILLTHORPE	2
	BURST METER	1
Grand Total 56	MAIN BREAK	1
	Grand Total	56

o) Lake Rowlands

The level of Lake Rowlands has increased from 90% to its present level of 98%, over topping between the 10th and 14th September. 700 megalitres was discharged from Lake Rowlands during August and September.

p) New Water Services

During the past two months there have been five new water services connected to Councils mains:

- 1 x 20mm residential connection at Grenfell
- 1 x 20mm residential connection at Quandialla
- 1 x 20mm residential connection at Blayney
- 1 x 20mm residential connection at Eugowra
- 1 x 20mm residential connection at Canowindra

BUDGET IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

ATTACHMENTS

15) <u>Questions on Notice</u>

(Gavin Rhodes)

No questions on notice were received.

ATTACHMENTS

16) <u>Water Leakage – Account 5203000004 (CR.EQ.1)</u> Water Leakage – Account 1965020009 (CR.EQ.1) Water Leakage – Account 2196000000 (CR.EQ.1) Letter of Support for EOI Submission for Restart NSW (GR.LR.2) Letter of Support for EOI Submission for Restart NSW (GR.LR.2)

(Gavin Rhodes)

RECOMMENDATION:

 That, as these matters deal with items that are subject to the affairs of an individual and confidentiality, Council consider it in Committee of the Whole and that in terms of Sections 10A (2) and 10B (A) of the Local Government Act, the press and the public be excluded from the meeting of the Committee of the Whole.

ATTACHMENTS

17) **Proceed to Committee of the Whole**

(Gavin Rhodes)

RECOMMENDATION:

1. That, as business for the Ordinary Meeting has now concluded, Council proceed into Committee of the Whole to discuss the items referred to in the report.

Council should exclude the press and public at this point, for confidential discussion on the items referred to Committee

ATTACHMENTS

18) <u>Report of the Committee of the Whole</u>

(Gavin Rhodes)

RECOMMENDATION:

1. That the recommendations of the Committee of the Whole be adopted.

ATTACHMENTS